

October 20, 2000

Office of State Budget
Attention: Karen Amos
1122 Lady Street, 12th Floor
Columbia, SC 29201

Ms. Karen Amos,

The South Carolina Department of Archives and History is pleased to submit for your review its Accountability Report for FY 1999-2000. As per your instructions, we have enclosed three printed copies and a 3.5 diskette containing a copy of the report.

This year the agency has experienced tremendous progress in its outreach activities to state and local government agencies, schoolteachers and children, citizens concerned with the preservation of their communities, and visitors via the Internet. The results described herein will reinforce this progress and illustrate our dedication to the agency's mission.

In addition to continued progress, this was a year for planning. During the past year the Archives developed a new Strategic Plan which it will implement from 2000 to 2003. Using feedback from consultant's reports, constituents, advisory boards, and staff, our agency now has a plan that will lead us toward accomplishing our vision. Our vision, as stated in our plan, is to be the leader in preserving and advocating the state's documentary and cultural heritage, and serve as a model for the nation's other state historical institutions and organizations.

As illustrated by the sections of the Accountability Report which focus on the Baldrige Criteria we continue to show progress towards accomplishing our vision by focusing on customer needs, efficiency and effectiveness, and measuring our results.

If you have any questions regarding this report, please contact Leah Cherney, Agency Quality Coordinator at 896-6188 or Cherney@scdah.sate.sc.us.

Respectfully Submitted,

Rodger E. Stroup
Director
Enclosures

South Carolina Department of Archives & History



Annual Accountability Report Fiscal Year 1999-2000

**The Honorable James H. Hodges, Governor
Dr. Rodger E. Stroup, Director**

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Executive Summary

The South Carolina Department of Archives and History has fulfilled the agency's strategic plan that spanned the time period of December 1997 through June 2000. In carrying out this plan, we had the distinct privilege of becoming operational and accomplishing the new challenges of meeting customer needs in our new facility on Parklane Road. We are proud of the structure that houses and preserves an outstanding collection of the states documentary heritage, and gives agency staff the ability to provide leadership in our outreach activities by enabling and educating our customers on preservation, conservation, research, and a variety of needed educational programs.

There are three primary program components that will be highlighted in this year's Accountability Report; Archives and Records Management, Historic Preservation; and External Affairs. However, as we illustrate how we strive to manage a well-balanced agency along with customer and staff needs, we will highlight ancillary services and programs for internal and external customers that align with the Malcolm Baldrige National Quality Award Criteria.

Aligning with the agency's Strategic Plan are the annual plans for the department which outline the activities that must take place within the agency in order for us to achieve our mission, and the goals and strategies in the Strategic Plan. Planning involves all work groups and requires us to focus on creating balance between our available resources, customers needs, and federal and statewide partners. By using the principles of continuous improvement we have been able to keep the agency on a continuum in which we identify and address improvement opportunities. Many of our teams this year have focused on internal processes that have improved our own effectiveness and efficiency of service. However, our strategic focus on advocacy for the agency's services have led to increased measures of customers served and increased measures of satisfaction. Measures also show a positive correlation between customers attending our educational workshops within the historic preservation department and applications for our grant resources.

As we move toward the deployment of our 2000-2003 strategic plan, our challenge will include: to continue to balance and prioritize the needs of our customers using our available resources; collaborate with our federal, state, and local government partners to enhance our outreach efforts and eliminate duplication; and, to continue to evaluate and improve upon our products and services. Some examples of team initiatives that took place in FY 99/00 include: improvement in security of our collection, patrons and staff; studying costs associated with the new building such as phone and computer systems; redesigning our website to increase accessibility and ease of doing business; analyzing the flow of archival records from inception, to placement in our stacks to ensure timely accessioning and availability to the public for research.

Although our agency works collaboratively with many government agencies and private partners, one that we will highlight is the Archive's work with the Department of Parks Recreation and Tourism, and Palmetto Trust for Historic Preservation. Based on an Executive Order from Governor Hodges, a seventeen-member task force was formed to

create the *Governors Task Force on Historic Preservation & Heritage Tourism*. Realizing that South Carolina has a wonderful diversity of historic places that have the potential for contributing to our economy through heritage tourism, as well as making our state a better place to live, the governor asked the task force and aforementioned coordinating agencies to set out around the state to get feedback from our constituents. Eleven regional public forums, facilitated by Archives', PRT, and Palmetto Trust, were held between May 11 and June 8, 2000. Analysis of the sign-in sheets reveals that 42 of the states 46 counties and 104 communities were represented through these forums. Throughout the accountability report we will highlight the outcomes from this collaborative effort.

Also highlighted in this report are outcomes from the following:

- *Archives and Records Management*; a state mandated function for the management and collection of records and documents. Of primary importance to this program is identifying and preserving archivally valuable documents, efficiency with respect to retention of government records; and access of records to the public. Highlights of outcomes for this area include: 20,555 citizen contacts in providing historical records services; 11,477 state and local government contacts through training sessions, consultations, and other services; 14.8 million pages of historically significant records preserved; 107 million pages of unneeded state agency and local government records authorized for destruction amounting to nearly \$1 million in cost avoidance; and completion of a statewide strategic plan for historical records.
- *Historic Preservation*; a function for preserving the state's historic properties and mandates under the National Historic Preservation Act. This area provides technical information, financial assistance, and encouragement to empower local governments, state and federal agencies, private organizations and citizens of the state to preserve South Carolina's historic buildings, structures and sites.
- *External Affairs*; providing an essential educational and outreach function by serving the public, and building public awareness of the state's rich and colorful history to all of South Carolina's 3.4 million citizens. Units within this division assist primary, secondary and adult educational institutions in teaching subjects concerned with the history of the state and region. Our National History Day Coordinator involves children in grades 6-12 in the effective utilization of research, document analysis, organization and presentation skills in addition to guiding teachers on enhancing children's abilities to complete research, analysis and interpretation which are all necessary for success on the states new PACT testing program.

The Department of Archives and History faces challenges in a few key areas. One area is Records Management and includes such issues as: the perception that saving records is mundane and not important; the limited funding and support for preservation and access to historical records; the nature and extent of records produced by electronic information technology; and the extent to which we can make headway in preserving records for the future while providing wider access to already secured records. The department does see opportunities with the Internet and new information technologies that will facilitate training, communication, and access. We also continue to face challenges in the area of Historic

Preservation. We continue to encourage the communities in our state to sponsor surveys for identifying, recording and photographing and mapping historic properties, however are challenged by the continuing need of our constituents and Certified Local Governments for our very limited grant resources to assist them with their efforts.

South Carolina Department of Archives & History Agency Mission

The mission of the Department of Archives and History is to preserve and promote the documentary and cultural heritage of the state through professional records, historic preservation and education programs.

To accomplish this mission, the South Carolina Department of Archives and History will follow these principles:

- *Preservation:* As stewards of the state's documentary and built environment, we strive to balance the daily needs of our citizens with the need to ensure survival of our heritage.
- *Public Service:* Our top priority is to serve the people of South Carolina. As stewards of public resources, our responsibility is to listen to, anticipate, and exceed expectations.
- *Trust:* We strive to preserve the public's confidence through personal integrity and ethical performance. We promote an environment of mutual trust and cooperation, recognizing the unique contribution of each individual to the agency's mission.
- *Professionalism:* We are a staff dedicated to maintaining the highest degree of professional competence while serving customers and colleagues with respect.
- *Teamwork:* Together we can make it happen. We appreciate and support fellow works as we collaborate to accomplish goals and inspire excellence.
- *Quality and Continuous Improvement:* We promote excellence by striving to get it right the first time. We encourage efficiency and effectiveness by pursuing ideas for new and innovative ways to serve our customers.
- *Loyalty:* Our primary professional allegiance is to the South Carolina Department of Archives and History. We hold the agency's mission above individual or divisional needs.

Departmental Demographics and Information

Overview: Like the state it serves, the South Carolina Department of Archives and History has a rich heritage; it is the third oldest state archives in the United States. The present department grew from the South Carolina Historical Commission in 1905; however the earliest origins of public record keeping date back to colonial times. Over the years, the Archives has continually expanded its programs and services. Today, the Department of Archives and History serves as an archivist and educator, and helps preserve South Carolina's historic structures.

Responsibilities: The principle responsibility of the South Carolina Department of Archives and History is to preserve and promote South Carolina's state history. To accomplish this responsibility, the Department houses one of the most comprehensive archival collections in the nation, spanning more than 300 years. The collection offers the public full access to the permanent historically valuable records of the state from the colonial period into the twentieth century. The department's reference room is one of the most used in the country, and open more hours per week (62.5) than any other state Archives in the nation.

Customers: The South Carolina Department of Archives and History serves a wide array of customers. Primarily, however, as a state agency, the department exists to serve the entire state – some 3.4 million people – as well as visitors from all states and several foreign countries.

Vision Statement: The South Carolina Department of Archives and History will be the leader in preserving and advocating the state's documentary heritage, and serve as a model for the nation's other state historic institutions and organizations.

Quality Requirements: It is our mission to preserve and promote the documentary and cultural heritage of the state through professional records, historic preservation, and education programs.

Key Elements: The six key elements of our strategic plan include:

1. To promote and encourage the state's history and heritage.
2. To increase the awareness, understanding and use of the Department.
3. To evaluate the effectiveness and improve our programs.
4. To enhance the preservation of state and local government records.
5. To recruit, hire, retain and develop the human resources necessary to fulfil our mission.
6. To increase the accessibility of historical records.

Workforce: The Department of Archives and History has 90 full-time employees and three part-time. All of the employees work at our Parklane location with the exception of 4 FTE's located at our Record Center on Laurel Street. The educational background required for employment varies from a high school diploma for support functions to Bachelor's Degree, however, due to the unique functions of many areas within the department, Master's

Degrees may be a preferred qualification. Eighty Eight percent of our staff have some college, with 50.54 percent having a bachelor's degree and 29.03 percent having a Master's and or Ph.D., 11.83 percent have a high school diploma or equivalent.

Facilities: The South Carolina History Center is a state of the art archival and research facility for the state of South Carolina. It houses more than 300 years of the state's priceless historical documents and records. The building serves as the home for the South Carolina Department of Archives and History, the state agency responsible for the care and safekeeping of the state's historical documents. With its opening in May 1998, the South Carolina History Center has become an unmatched resource for visitors seeking information on South Carolina history, genealogy, and historic preservation and document conservation. Our State Records Center is located on Laurel Street and houses nearly 90,000 cubic feet of records from state agencies. This location provides low cost storage of inactive state agency records, reference service as requested by agencies and arranges for the disposal of records once deemed no longer needed as per the records schedule.

Organizational Structure

**Archives and History
Commission**

**Agency Director
Rodger E. Stroup**

Budget and Finance

Human Resources.

Quality Coordinator

Biographical Directory

**Historic Preservation Office
Mary Edmonds**

**Archives & Records
Management
Roy Tryon**

**External Affairs
Milly Hough**

Leadership System

The senior leadership team at the SC Department of Archives and History plays a fundamental role in steering the agency toward the accomplishment of our goals, monitoring performance results and removing barriers so employees are able to provide efficient service to our customers. Dr. Rodger Stroup has been Director of the Archives since 1997. His senior leadership team is composed of the State Archivist, Roy Tryon, Deputy State Historic Preservation Officer, Mary Edmonds, and External Affairs Director, Milly Hough. Under their guidance, we enable our staff to accomplish the vision, mission and goals necessary to move our agency forward.

The senior leadership of the agency through the strategic planning process sets the agency's vision. The process used to set the vision entails this group analyzing where our agency currently stands as compared with organizations with similar missions, and what we should then strive for in terms of our future course. It is our vision as stated earlier in this document for our agency to accomplish the following:

The SC Department of Archives and History will be the leader in preserving and advocating the state's documentary and cultural heritage, and serve as a model for the nation's other state historical institutions and organizations.

This leadership team is also vital to establishing our strategic direction and linking this to their annual plans so staff understands the activities that must take place to accomplish our annual objectives and long term goals. Results are currently monitored through the management teams within each division, with a semi annual meeting by senior leadership to monitor /track strategic measures.

Agency leadership involved all employees in assessing what values we should adhere to in accomplishing our vision, mission and goals, by facilitating staff focus groups when we developed our strategic plan. The following are the values/principles we adhere to in accomplishing our work for the public:

- Preservation
- Trust
- Professionalism
- Public Service
- Teamwork
- Quality & continuous Improvement
- Loyalty

Leadership continually evaluates whether we abide by the principles agreed upon through monthly meetings of the agency's Quality Steering Committee. Our steering committee is composed of senior leadership, three staff representatives, and the agency's Quality Coordinator. The essence of this committee's discussions touches on all the core principles by focusing processes of service delivery, customer focus, contact and feedback, cross-functional teamwork, resource utilization, performance expectations, employee suggestions for improvement, and reward and recognition. Outcomes of these

meetings are deployed utilizing several approaches. One approach which employees rely on heavily is the production of meeting minutes posted to our Intranet. This informs employees of the major discussions and decisions that take place each month. At a more micro level, senior leaders are assigned as liaisons to our chartered improvement teams, and assist by removing any barriers the teams may encounter or by acting as a conduit for information flow. Agency monthly staff meetings are another mechanism for deploying decisions made by the leadership team, and promoting agency-wide learning. At each staff meeting the agency director asks a staff person within the agency to give a presentation on their function within agency, which may include, the customers they serve, challenges they face, improvements they have made and collaborative effort with outside partners. The agency is updated on decisions that effect the entire staff, as well as cross functional work that is being done that affects our customers or processes within the department.

Because advocacy and outreach are of primary concern to our agency, those in leadership positions are heavily involved in professional (national and local), and community organizations. This not only provides us opportunities to advocate our interests, but learning opportunities and stakeholder feedback as well. Agency Director, Rodger Stroup actively participates in professional and community organizations. Some of the organizations he provides leadership to include: the American Association for State and Local History, SC Heritage Trust Advisory Board, South Carolina Hall of Fame, National History Day, SC Executive Institute Alumni Board, and Rotary Club of Columbia. Our State Archivist, Roy Tryon is involved in many organizations to include: the National Association of Government Archives and Records Administrators (NAGARA) as editor of its newsletter and hosting its national conference this year, he is on the board of the Deputy Directors Organization, is the Chairman of the State Historic Records Administrators Board (SHRAB) ; and member of the Council of State Historical Records Coordinators (national). This involvement along with the involvement of all professional staff in like organizations, and cross-functional government agency teams also ensures that we are collaborating on important efforts that strengthen the overall ability of all these organizations to perform their missions for their stakeholders.

The Archives staff also shows leadership within our key communities to include organizations such as: The United Way, Red Cross, First Ladies Walk for Breast Cancer, Good Health Appeal, and Literacy. Each year we have seen a voluntary increase in our contributions to these organizations. We are now holding semi-annual blood drives at our agency because we are no longer in the downtown area in proximity of the Red Cross. This enables our employees to continue donating blood with minimal time away from daily activities. Annually, we participate and support the Lady's Walk for Breast Cancer. Our employees not only give financial support, but also due to loss of staff members to this disease have a personal tie to supporting this effort and give this Saturday each October to remember our friends. In addition to these other efforts within the agency, we also recycle paper products in an effort to decrease the amount of waste that goes into our community.

Strategic Planning

As stated in the Executive Summary, Archives successfully completed its strategic plan covering the time period of January 1998 through June of 2000. Agency leadership began the development phase for the new strategic plan in the fall of 1999, and is currently in the process of deploying the goals and strategies of a plan that covers 2000-2003. The process of developing the Archives strategic plan involved extensive involvement of internal and external customer groups, and includes private consultative reports, customer survey data, and focus group data.

Groups involved in giving us direct feedback through focus groups and surveys included all staff members, and external groups such as educators, retailers, commissioners, historic preservation organization leaders, government partners, donors, and researchers, and 421 citizens representing 42 counties of the state. The outcomes of the stakeholder analysis let the strategic planning team gain an accurate depiction of areas in critical need of development that impact our mission, therefore leading to our current goals and strategies in the new plan. Examination of internal feedback depicts for our entire management/supervisory team where our focus will be on cultural issues, human resource systems, and opportunities for improvement of systems and processes that affect service and product delivery to include cost of service delivery.

Our new plan as illustrated below, focuses on key outcomes from all sources of feedback. Key issues that rose to the surface from these feedback mechanisms are represented in this plan.

GOAL I: *To promote and encourage an understanding, appreciation, and preservation of the state's history and heritage.*

Strategies:

- Strategy 1: Develop appropriate educational programs and products for different audiences.
- Strategy 2: Maximize collaboration both internally and externally.
- Strategy 3: Encourage and facilitate staff involvement in historical and professionally related organizations.
- Strategy 4: Enhance the effectiveness of the local historic organizations and preservation programs.
- Strategy 5: Continue to make progress on the completion of volume VI of the biographical directory of the South Carolina House of Representatives.
- Strategy 6: Exercise statewide leadership in historical records matters through the State Historical Records Advisory Board (SHRAB).
- Strategy 7: Exercise statewide leadership in the development of public policy supporting historic preservation.

GOAL II: *To increase awareness, understanding, and use of the programs of the South Carolina Department of Archives and History*

Strategies:

- Strategy 1: Continue implementing and offering effective programs that are coordinated across divisions that educate, entertain and reach the broadest possible audience.
- Strategy 2: Evaluate public relations image with input and assistance from Foundation Board.
- Strategy 3: Promote the vital role the department plays in preserving the state's documentary and cultural heritage in state and local government and its impact on the community.
- Strategy 4: Explore new ways to use technology.

GOAL III: *To assess needs and identify and secure funding and resources to support the mission of the SC Department of Archives and History.*

Strategies:

- Strategy 1: Develop and coordinate a comprehensive fund-raising plan to support agency objectives.
- Strategy 2: Establish marketing strategies for services and products.
- Strategy 3: Evaluate the impact of revenue-generation activities on Department programs. Make adjustments as necessary to ensure adequate support for programs and that revenue generation activities do not adversely impact the Department's ability to pursue its mission.
- Strategy 4: Expand/construct a new Records Center for state government records.
- Strategy 5: Launch an organized volunteer program to expand staff resources
- Strategy 6: Make the most effective use of our resources.

GOAL IV: *To recruit, hire, retain, and develop the human resources necessary to fulfil the mission of the agency.*

Strategies:

Strategy 1: *Maintain a plan for orienting new employees and training existing employees.*

- Strategy 2: Emphasize the commitment of resources to formal and continuing education for all employees.
- Strategy 3: Recognize the contributions made by employees in improving the South Carolina Department of Archives and History.
- Strategy 4: Research the feasibility of skill based pay and explore implementation strategies.
- Strategy 5: Emphasize cultivating the manager's role and responsibility as communicator and coach.
- Strategy 6: Evaluate and improve the process for recruiting and hiring agency employees.

GOAL V: *To continue to ensure our journey of excellence by evaluating effectiveness and improving our programs.*

Strategies:

- Strategy 1: Demonstrate the importance of customers through all our interactions.
- Strategy 2: Identify, prioritize and improve the processes that affect customers without regard to organizational boundaries.
- Strategy 3: Continue developing performance measures and link to annual plans.

GOAL VI: *To increase and enhance preservation of and access to South Carolina state and local government records.*

Strategies:

- Strategy 1: Microfilm historically significant local government historical records.
- Strategy 2: Increase automated access to the Archives' holdings through conversion to Windows software and automates access to the Microfilm Vault holdings.
- Strategy 3: Enhance Archives' records program visibility and accountability through the creation of state and local government advisory boards.
- Strategy 4: Develop a program for the identification and preservation of historically-significant state and local government electronic records and information.
- Strategy 5: Increase accessibility to the Archives' historical records through arrangement and description, microfilming and conservation, and online access to selected records series.

The Archives deploys the strategic plan to all agency employees, as well as patrons of our products and services, and our government partners. Internally, annual plans are derived from the strategies in the strategic plan. Natural work teams, cross functional work teams, division operating units all conduct annual planning to ensure that activities are in alignment with our strategic direction. Progress is currently monitored at the division operating level through management team meetings, and staff level planning meetings. Currently we are working toward the challenge of improving our strategic measurement process to improve tracking of progress at a higher level, and to be able to communicate more effectively with staff how we are progressing as an agency. Performance measures we target include cycle time, resource utilization, customer satisfaction, cost avoidance, increased access to collections, and outreach. Although different parts of the organization

have different measures, all measures are customer focused and correlate to issues of priority for our customers.

Modifications in the employee orientation process have assisted new employees with understanding expectations, as well as monitoring performance on their jobs, and how the agency uses this information to monitor long term progress. We have individual agency sponsors assigned to every new employee to act as guides, answer questions, and explain processes.

In regard to projections of key measures, we have incorporated these elements into our strategic plan, but will remain challenged based on current resource utilization data to make quick progress. Data from our Archives and Records Management program show us that our current State Records Center will be unable to meet the total demonstrated need there is in state agencies for storage. We are working on a plan that would let us work with current clients, continuing to intake records on a limited basis through FY 03. If we would expand our reach to currently unserved agencies that develop a need, we would have to limit new records taken in. Data also shows that electronic technology and records on electronic media combined with the increase in paper records present a challenge. Developing the skill base in our staff to deal with the electronic media based on current staffing levels and future holdings levels will present a major challenge. Lastly, the ability to make archival holdings more accessible over the Internet has become a national demand for similar institutions. Our data illustrates our constituents becoming more involved with research from home in preparation for their visits to the Archives, or even in ordering information via requests over the web for our resources. This would require a major conversion in our current technology to a Windows Archives and Records Management software, and the need to make actual holdings available over the web. We have studied the National Archives work with digitization. Our projections show us that this is an expensive technology, and therefore will require careful planning and implementation to find the resources necessary.

The South Carolina Department of Archives and History has been actively engaged in strategic planning since FY 90. Since that time the agency has matured with regard to the development, deployment and alignment and measurement of this process. We use planning not only for accountability for what we do, but as a sound management practice that guides the course for what we do, why we do it, and how well we deliver.

Customer and Market Focus

One of the avenues Archives employs for determining our customer requirements is through the internal and external scan when developing our strategic plan. As stated in the strategic planning section we have involved all staff members, educators, retailers, commissioners, historic preservation organization leaders, government partners, donors, researchers, and 421 citizens representing 42 counties of the state. This along with data from customer surveys, interviews, educational seminars, participation in national and local organizations, publications, memberships and website are all mechanisms for determining the expectations and longer term needs of not only current, but former and potential customers as well.

A major undertaking for our Historic Preservation office in FY 99 has been its collaborative involvement in the coordination of the Governor's Task Force on Historic Preservation and Heritage Tourism. Having heard directly from over 421 constituents in more than 104 communities in our state, we are more in tune with concerns that range from what should be preserved in our state, education, tax credits, state and local government leadership, needs for financial assistance for preservation, heritage tourism product development, cooperation and partnerships, signage and visitor services, and keeping South Carolina beautiful. Although not all issues are primary to the archives, it has given the agency data on where to collaborate with our partners at DOT, PRT, Palmetto Trust and local organizations.

The Archives has developed many opportunities for education in response to our customers needs. We have improved our state and federal historic preservation grants process over the past five years with results of 100% in regard to successful grant management and project completion. However, the demand for additional funds has made the grant process very competitive and elevated in importance to our stakeholders. To address this challenge, we have developed workshops that educate this customer group on our grant program, on other available programs within other state agencies that they will qualify for, with how to conduct national searches for potential grants, and with how to write a grant. We make all of our regional representatives available to the attendees, and hold roundtable discussions with one representative per table to answer questions directly. We have begun tracking those in attendance to our workshops with those applying for grants, and can see a correlation but we also are noticing that the grants are well written, and thorough. In FY 99/00 the evaluations from all sessions averaged above the 90th percentile in the "Very Useful" range. We continue to provide training to state and local government agencies on records management issues, and work collaboratively with the SC Public Records Association to address training issues as well.

The agency also addresses our customers' questions, needs, and concerns by producing free written material and guides. Archives and Records Management, Historic Preservation, and External Affairs keep customers informed of policy changes, local and national legislative changes, product development, process changes and service improvements through our publications of On the Record, F.Y.I., and Currents. Because our customers require greater availability of information on the Archives Website and a need to access information more efficiently, Archives has redesigned the agency website

with the end user in mind. Redevelopment took place utilizing a cross-functional team, using feedback from all staff as well as data from an on-line user survey. The new website allows greater communication with staff, advanced search capabilities, easier access to information, user friendly format, and service and product requests with e-mail forms. Future market analysis has illustrated that e-commerce is important to our customers. Patrons are asking not only to purchase publications over our web, but also pay for their research orders via the Internet. We are currently slated to be part of an initial pilot project in collaboration with the Budget & control Board's Office of Information resources.

Customer contact and advocacy of our services to the public is key to the way we operate at the Archives. We have a large volume of public contact through our Reference Room, events held in our meeting spaces, conferences, and workshops. Although customer satisfaction with our products and services are consistently at or above the "good or excellent" rating in all areas of the agency, we continually develop staff skills in the area of customer contact. In the later part of FY 99, 60% of Archives staff participated in "We Care, A Customer Service Process", training. This course focused on developing self awareness of ones own balance when dealing with customers, and then develops skills that teach how to take varying customer behaviors and interactions and have the positive outcomes. Evaluations by employees on this course were all above the 90th percentile. Leadership continually reinforces high expectations for all customer contacts, and includes the concept of customer through our values and strategies in our strategic plan as well discussions at our staff meetings, our employee recognition criteria, and orientation.

Archives and Records Management bases planning and service decisions from the results of surveys from state and local government agencies, statewide private repositories, reference room patrons, and focus groups. The results have provided the direction for ARM long-range plans, SC Public Records Association activities, and the State Historical Record Administrators Board (SHRAB).

We are currently working on new mechanisms to encourage feedback on aspects of our services through the development and implementation of customer comment cards. This will provide specific information on the service provided to include turnaround time of the service/product, accuracy of information received, and staff helpfulness. This information will be used as a mechanism of consistent feedback and will assist us to address any potential opportunities in an expeditious manner.

The department recognizes its customers in the excellent work they do to advocate the preservation and conservation of our documentary and cultural heritage through a customer awards process. Our Archives and Records Management Office coordinates an award process in collaboration with the SC Public Records Association annual conference to recognize those state and local government agencies that excel in records management. Our Historic Preservation Office in collaboration with SCPRT, Palmetto Trust for Historic Preservation and the Governors Office gives annual preservation awards recognizing individuals, businesses, and architects for projects that have used outstanding preservation techniques. This office also works with the SC Confederation of Historical societies to recognize individuals and organizations for outstanding programs and projects relating to the states history and heritage. The department has found that recognizing our

partners and communities for their excellent contributions strengthens our relationships and enables us to better perform our mission.

The South Carolina Department of Archives and History is a highly utilized public institution that provides mandated and non-mandated services for citizens within and outside the borders of this state. It is therefore imperative that we build loyalty and a positive relationship with all patrons of our services by providing an inviting environment with responsive service and information accessibility. We monitor areas that are mandated such as the States Public Records Act but are looking to build relationships that will increase voluntary compliance to our records management services. We monitor areas such as our Reference Services, through customer satisfaction surveys and informal feedback, modifying business practices based on this feedback. One example would be providing a specific workshop on research when we are getting several requests from our customers. We have consistently had 12,500 to 13,000 visitors each year to our reference room and have additional 7,900 requests for information through the telephone, e-mail, and letters. We are a model state Archives to many of our nations comparable state archival institutions, and have built this reputation through a loyal following and positive referral.

Information and Analysis

The South Carolina Department of Archives and History has identified key performance measures that are tracked and reported at the division and agency level. In addition to agency use, the divisions are required to develop strategic plans for the federal government and must remain accountable to our federal partners by reporting performance measures.

Many of our measures are driven by the expectations of our customers. Some of these measures include: Cycle time for reference requests to our reference room staff, cycle time on development of record retention schedules, cycle time of requests from the State Records Center, as well as cost avoidance to state agencies for records storage and number of children reached and instructed on primary document research. Other measures depict internal performance for the management of the agency and its programs, such as cost avoidance for in-house publishing, number of customers served through workshops seminars, conferences, and the percent of counties which have identified, recorded, and mapped their historic properties. Administratively we measure performance of those areas key to our human resource goals and strategies. Some measures include looking at recruiting and hiring processes, turnover rate so management can monitor why employees leave and address retention issues, track employee development to ensure that we are staying ahead of the curve with regard to professional skill development and management development. Since access to information is key to our stakeholders, we track and measure the use of technology by our customers, and this year have surveyed customers to assess their satisfaction, and current and future needs with regard to our website. One key element of note is that over the last 10 years our FTE's have continued to decline (FY 90 = FTE's 117 to FY 99 = FTE's 94.5), while our work volume has increased steadily. Although some of our processes have some flexibility, some do not, and yet we continue to improve our cycle times even with our increased workload.

The key process areas that performance measures are tied to include:

- Administrative Measures: HR, Training, Financial, Technology
- Records Management
- Micrographics
- Plan Review
- Historic Preservation Grants
- Outreach & Education

Our performance measures are well tied to our newly developed agency strategic plan 2000-2003. We are addressing our opportunities for monitoring our performance more accurately and consistently at the strategic level, and are currently working on a process that involves our leadership team along with unit level managers in strategic performance tracking. Operational plans are monitored closely at the division level and data is used to project performance, as well as monitor effectiveness of the processes. We are slowly but systematically evaluating the effectiveness of the data by looking at how we can measure

the outcomes of our processes. Our Historic Preservation programs have seen a steady increase of constituents in need of resources to preserve their local communities. We have started measuring the correlation between those attending our grant workshops to see if there is a correlation to those that apply for grant resources at the state and federal level, as well as those who actually receive the grant. Data indicated that our Section 106 process needed to be streamlined. Staff members evaluated and streamlined the process, but also developed measures of outcomes related to our involvement with the outcome of effect on the properties or sites we review. They also have increased the usefulness of our website by adding a county-by-county guide to information available in our inventory of historic places and a directory to historical organizations around the state.

Archives also has an outstanding, model Intranet. This resources allows our staff to communicate requests for internal services, state and agency policies, track all meeting minutes over the years, view presentations and newsletters, look at our calendar, access agency databases, and even look at a photo directory of staff members. It is an invaluable tool that archives the collective history of our agency, and provides continual access to information that is important for our daily operations.

The Department of Archives & History continues to look at what is imperative to our stakeholders both internally and externally. We develop and implement plans to steer our course and use and evaluate data to inform us how we are performing. We know we have opportunities to increase our effectiveness, and we continually improve on an annual basis by looking at what our data tells us, and if this data supports our environment, our customers, and our priorities for measuring our services.

Human Resource Focus

Work and jobs are designed around support for the key services that help fulfil our agency's mission. The leadership team examines how and where human resources are needed. In the event of employee turnover, each position vacancy is evaluated by the leadership team and at the service delivery level as well, to assess the current service requirements and resources needed by a particular unit in filling a position. There is a shared commitment between division directors and staff to ensure that individuals employed have the knowledge, skills, and abilities needed to meet the requirements of the position. Our agency has many positions of a specialized nature such as archivists, historians, conservationists, and preservationists. We have a well-educated workforce with 88% having a bachelor's, masters or Ph.D. degrees.

The agency has staff well-developed in the areas of process analysis and teamwork and therefore is highly capable at working across unit and division boundaries to provide a high level of service, analysis and improvement of key processes, and communication of information that key to our daily operations. Cross-divisional work teams are chartered to work on larger process improvement issues and implementation strategies. In FY 99, we have had teams that have addressed disaster preparedness, security, document accessioning, website redesign, exhibit preparation, document conservation plans, invoice processing, and telephone access and systems, all of which have been cooperative ventures among staff members who possess the knowledge or specialization required to ensure team success.

Our Historic Preservation division has analyzed the key services it delivers, and has organized work teams around these areas that cut across natural work teams, and involve those staff members that have an impact on service delivery and a stake in the outcomes. Teams include Review and Compliance (section 106), Grants; Outreach; Regional Representatives; and Survey and Registration. The team leaders from each of these groups then meet to form a planning group for the ongoing monitoring and communication of performance, complaint management, and process review.

Archives works continually to provide an environment that is conducive to collaboration, and information sharing, and where innovation and initiative are well employed. Although we have a formal suggestion process that is tracked and monitored by our seven member Quality Steering Committee, and through which teams are chartered, much teamwork takes place at the division work unit level as well.

Training plans for staff members are discussed each year in the employees planning stage meeting with their supervisor. Plans include professional skill development that align with the employees function, as well as soft skill development in the areas of customer service, process improvement, facilitation skills, and leadership. When hiring into supervisory or managerial positions, we have been able to show career progression with our existing staff members. Tuition reimbursement is offered to all full time employees who have passed their probation period, and we provide schedule flexibility that will assist our employees with their attend their college courses. We feel that the investment in employee development not only builds skills but loyalty to our agency.

Recognition takes place informally and formally at the agency. Our Recognizing Employees Achievements through Peers (REAP) recognition program, recognizes teams and individual employees. Developed in 1997, the REAP program has been evaluated to ensure that it is accessible and understandable to all staff, specific and timely and based on criteria that reinforces principles that further our improvement efforts. As part of the program we built-in a peer to peer process that exemplifies the simple task of saying thank-you. It encourages relationship building between staff members, and the criteria are not limited in any way. The methodology used is in the form of a check in which staff members complete the items i.e., date, pay to the order of "said employee", for, and then sign in the from as their endorsement. This process has been very successful. As reinforcement for all the good work happening within the agency, our Foundation sponsors the "Golden Grit" breakfast in the spring and fall. Not only do we recognize those who received these checks for their good work, but also those who took time to say thank you and sent the recognition.

Employee orientation is also an integral process that has been redesigned this year. Having perspective employees ready to come to work with the information necessary to feel comfortable in their new work environment helps decrease the learning curve once they come to our agency. Once an employee has accepted a position, their new supervisor sends them a packet of pre-reading information about our agency's services, benefits, employee programs and involvement, and a schematic of our office structure. At the same time we assign the new employee an agency sponsor who works outside the new employees work group to introduce the employee to our building, our existing employees, answer questions, and familiarize them to general work processes on a checklist. A letter also is sent over e-mail to existing staff letting know the name start date, and brief background of the incoming employee. The Quality Office ensures that the employees workspace is ready with appropriate resources needed to be functional (computer log-on, staplers, tape, pens and pencils, paper clips). On a lighter note, we make a welcome sign, and the foundation provides a candy filled coffee cup. Although we are a smaller agency we know that new faces are difficult to learn, and therefore created a photo directory as a tool on our Intranet. New employees can browse to not only learn names and faces, but more importantly the individual job functions of those many faces. Attention to both the cultural and functional side of orientation has provided a smoother transition into our workplace.

Archives seek to provide a safe, secure and healthy workplace for our employees, and our visitors. This year we have chartered teams and implemented new security measures and disaster preparedness plans. This information was provided to all employees through a mandatory training session by both teams. We also have provided Hazardous communications (OSHA) training to all staff members to ensure their awareness to and maintenance of a safe environment. We also have twelve staff volunteers certified annually in CPR and First Aid to be prepared to assist with any emergencies. Another service we provide annually is the coordination of on-site flu vaccines. We try to promote a healthy environment as well as a service so staff members do not have to wait in the unhealthy environment of a doctor's office.

We also seek to evaluate employee satisfaction through formal and informal mechanisms. This year, the Quality Coordinator conducted a cultural environmental scan as part of our strategic planning process. This information was compiled and a summary of issues communicated to the staff at the monthly staff meeting, manager's forum, and posted to our Intranet. Priorities for addressing issues were established and are being developed and implemented. Regular

discussions at our Quality Steering committee meetings also address satisfaction issues, and strategies to address concerns are formulated. At are large July and December staff meetings we plan opportunities for staff to get involved in a variety of fellowship activities that are purposefully created to get staff networking more informally. Lastly, our assessment entitled SAMS or Staff assessment of Management Survey, is conducted bi-annually as a means to give all staff members a voice on how leadership is performing. This measures staff satisfaction with our leadership by enabling them to assess identified leadership attributes for their supervisor up to the agency Director. Feedback (scores and comments) is given to each supervisor by the Quality Coordinator, and then natural work teams have a feedback session with their direct supervisor. Overall agency results (not individual results) are deployed to the staff at a monthly staff meeting and posted to our Intranet. Improvement plans are incorporated into planning stages of the Employee Management Performance System, and monitored at interim and annual review sessions.

Employees at Archives and History are the link to our success. Although we have successful processes in place, we continually evaluate our ongoing strategies for addressing employee development and training, reward and recognition, employee orientation, staff's assessment of leadership, job design, and work climate. Our agency leadership realized that these elements are key to workplace success and correlate to overall satisfaction with current employees and can impact recruitment and retention activities.

Process Management

Archives has shown continual growth in the way processes are managed and improved since its implementation of continuous improvement. We have gone from an agency where formally chartered teams all came through the Quality Steering Committee, to now having natural work teams, cross-functional committees, and leadership drafting charters for improvement of processes within the agency. All of this is an outcome of our long-term effort to use the results from customer feedback and satisfaction, planning efforts, and performance management to increase the effectiveness of our systems. We produce minutes of our meetings within 72 hours and post all information to our intranet for staff access.

One key element of our market is the accessibility to information in a timely manner. The agency has addressed this issue from many facets, and designed services to be responsive to the methods that customers can access information, the time it takes to process accessioned documents into our collections for public accessibility, the cycle time of reference queries, and the use of technology as an information conduit. Our collection is accessible to the public 62.5 hours a week, longer than any other state archives in the nation. But we have used technology to design mechanisms to access information to our programs and services over the web. Our customers can access us 24 hours per day via our website, and do research on our collection's holdings over this site. This enables citizens within and outside of our state the option of eliminating phone calls and letters and submitting reference requests via e-mail, lowering the cycle time of the overall process. We have also examined and improved our accessioning process this year to minimize the time it takes for our staff to transfer new documents into our collections within two working days, thus giving researchers and staff immediate access to records.

Archives has addressed resource utilization through the use of cross-functional, long-term committees. Having the "all one team" concept, we initiated a Public Programs Committee to maximize the use of our resources for the delivery of our programs to customers. The committee was chartered to allow the agency a more coordinated outreach effort to aid in planning and promoting existing and new programs for the public. This committee has been able to enhance communication and cooperation among work groups and state agencies, which has helped us to avoid duplication of effort and confusion about roles and responsibilities. We have also maximized how and what we produce in the area of books and references, by forming a Publications Advisory Committee. The committee composed of archives staff and citizens, has acted as a clearinghouse for potential publications by taking a look at what other public publishing entities are producing, publications policies, and the use of technology (CD's), as a cost effective means of publishing.

The agencies internal methods for processing orders was identified as a major opportunity for improvement and was chartered to evaluate our billable services to increase consistency. Currently we are redesigning databases to ensure consistency of information between these billable service areas and our budget and finance office. After charting all methods used by the work units to create internal work orders for budget and finance to invoice customers, there were too many methods being used. As part of this we have identified the elements necessary to meet state requirements, and customer needs for invoicing. We are creating reporting

procedures between the work units for this process, as well as internal policies for reporting, to ensure consistent flow of information.

Archives partners with many government agencies and historical institutions to provide services across our state. One of the most important aspects of the development of properties in our state and the preservation of above and below ground resources is through knowing where these historic sites are located. This year alone we added data for 4,899 historic sites to our Geographic Information system (GIS) . This information is imperative to our partners such as SCPRT, SCDOT, SCDNR, for issues of planning for, and building heritage tourism and roadways, and for conservation. It is important to our public partners for economic growth related to development. Along with our partners we identified a need for increased access to GIS information. As a result, we placed a computer and printer for GIS use, in our Reference Room and developed a manual and delivered training to system users. This has increased access for the public to this system.

The department has long-standing partnerships with historical organizations. After receiving feedback from our Governor's Task Force forums across the state, we have begun a process of assisting historical organizations in the creation of strategic plans. Through this partnering effort we maximize the use of local resources to collaborate within their own communities to strengthen documentary and cultural preservation efforts, which in turn strengthens our ability to meet our mission.

Agency Specific Results

Archives and Records Management

Program Cost: \$1,586,968 (\$\$ 68,807 Federal and other funds, \$1,518,161 General Funds)

Program Goal: To assist state agencies and local governments in the efficient management of public records and to preserve and provide effective access to South Carolina's documentary heritage.

Program Objectives:

- To provide technical assistance and services to state and local officials in the management, preservation, and disposal of public records, encouraging good records management practices.
- To identify historically valuable state and local government records and ensure their transfer to the Archives for preservation and/or proper maintenance in state and local government agencies.
- To exercise review and approval authority, per statute, for the destruction of state and local government records.
- To provide for public access to the State's Archives.
- To microfilm state and local government records and provide secure climate-controlled storage for original microfilms of historically valuable records produced by public and commercial microfilm service bureaus.
- To provide conservation advice and services to the general public for the proper preservation of historical records.
- To collaborate with other state agencies, local governments, and other organizations, in activities and projects supporting the improved management and preservation of SC public records.
- To assist the State Historical Records Advisory Board (SHRAB) in statewide historical records planning, grant, and other activities.
- To increase the public's awareness of the importance of SC's historical records and the services of the Archives and the SHRAB.

Performance Measures:

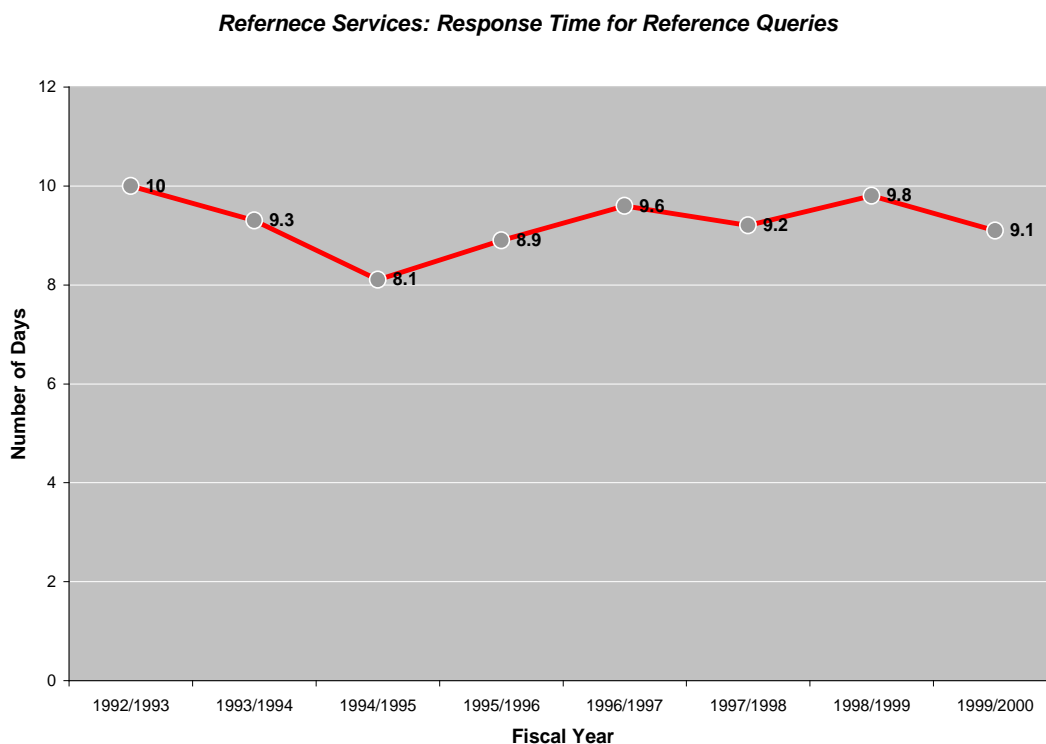
- **11,477** state and local officials and the general public reached through technical assistance responses, conferences, workshops, tours, newsletters, and other publications.*
- **464** retention/disposition schedules representing **204** million pages of state and local records approved.
- **12,694** individual visits made to the Archives' Research Room to consult state agency and local government records.*
- **7,861** responses made to mail and telephone queries about Archives' state and local government records holdings.*
- **48.7** million pages of records in paper and microfilm transferred by state agencies and local governments for security Records Center storage.*
- **683,897** historical documents microfilmed and conserved.*
- **6** grants totaling **\$25,505** to SC organizations and institutions administered for the SHRAB.
- **504** Archives Reference Room patrons surveyed about services.
- **5** focus group and task force meetings conducted on state and local government and non-public historical records issues.
- Long range plan developed for Archives' state and local government records program.*
- SHRAB strategic plan completed for statewide historical records issues, 2000-2005.*
- **75%** lower cost for Records Center storage of paper records and microfilm than is charged by local commercial storage facilities.
- **\$4,300** in local cost sharing generated by SHRAB grants program.
- **70%** lower cost for conservation and microfilming services for historical records than is charged by other service bureau operations.
- **50%** response rate on customer survey responses.
- **92%** good/outstanding rating on survey and comparable results from focus group participants.*
- **14.8** million pages of historically-valuable state and local government records (in paper and microfilm) transferred to the Archives for permanent retention.*

- **106.9** million pages and of state and local government records of no further value destroyed in conformance with Archives' authorized records retention/disposition schedules, thereby freeing up government office and storage space.*
- **6** private sector historical records programs established/strengthened through the SHRAB regant project.
- First long-range plan developed for the Archives' state and local government program, including client-driven changes in services and service delivery.
- SHRAB statewide historical records strategic plan completed ahead of schedule and accepted by sponsoring federal agency

* *Noteworthy Accomplishments*

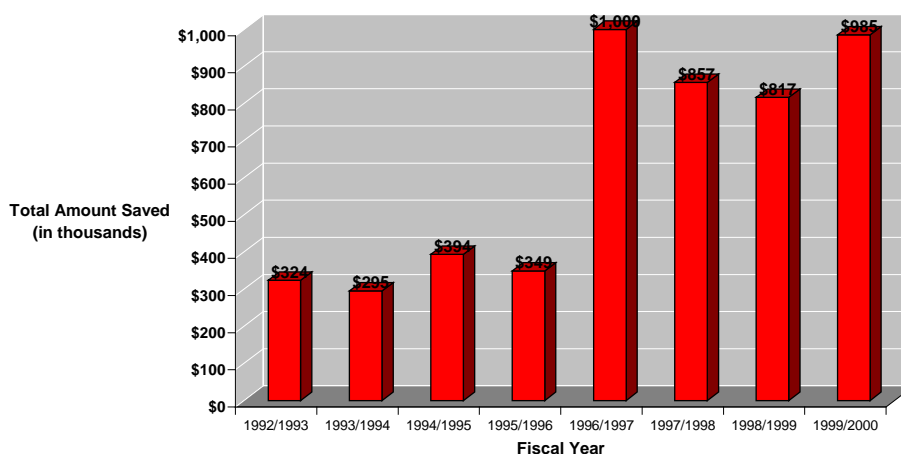
Archives and Records Management Trend Data:

Measure Definition: Average response time for research room reference queries, from the time the request is received to the time the information is sent back to the customer.

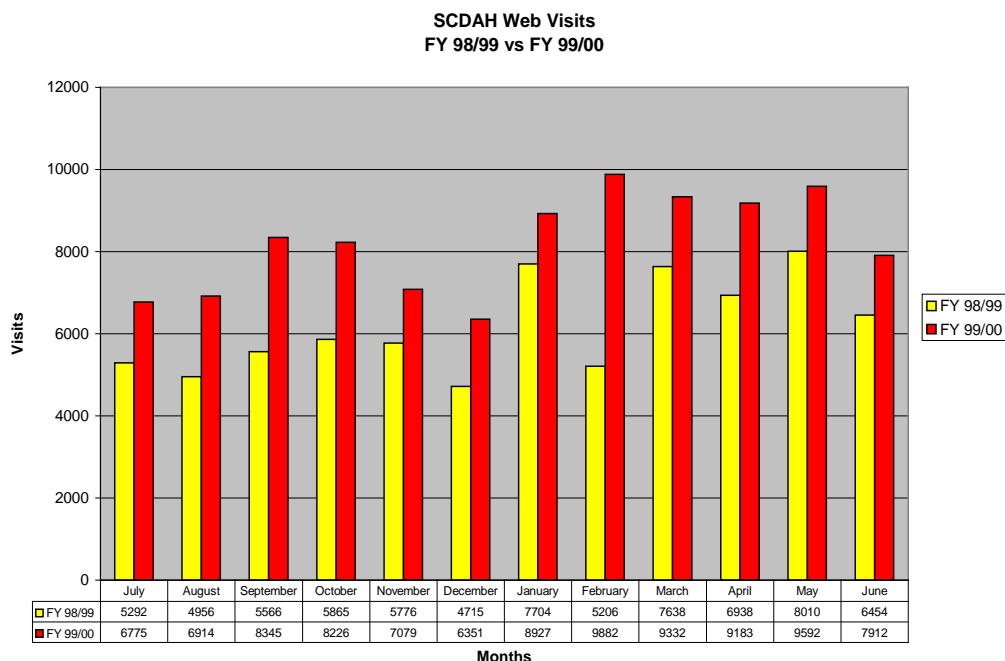


Measure Definition: The cost avoidance for state agencies by utilizing the Archives' Records Management Program and storage. Regarding authorized destructions reported by state agencies to our staff and from cost avoidance of storing inactive state agency records in the State Records Center versus storing on site in agencies.

Cost Avoidance: What Archives Saves State and Local Government Through Records Management



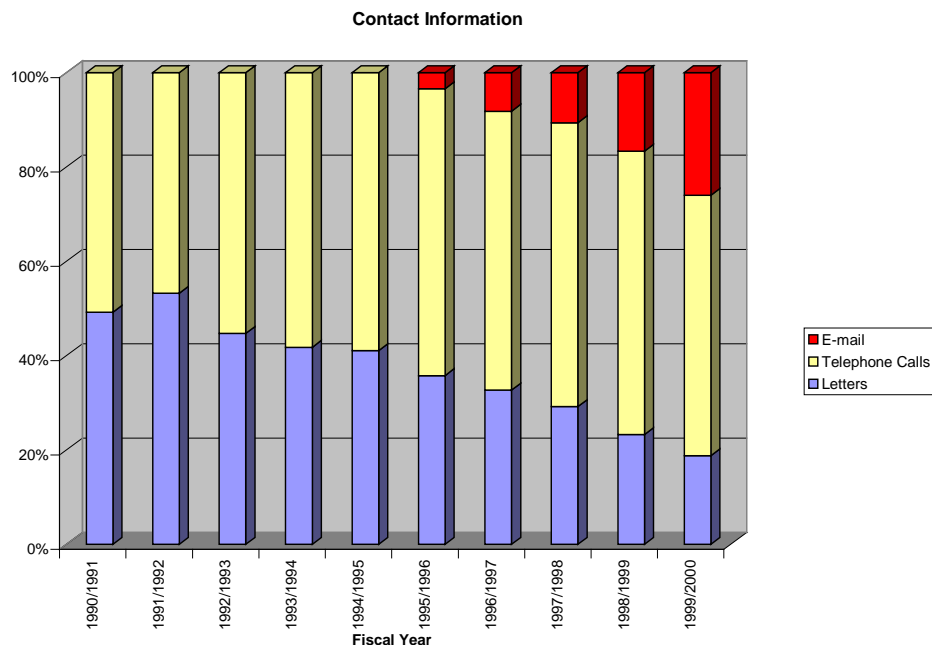
Measure Definition: The availability of information electronically has become essential for our customers within SC, and across the nation. We measure the number of total visits to our sight as well as sub measures of hits to sights within our web page to see if customers are utilizing this medium for accessing information.



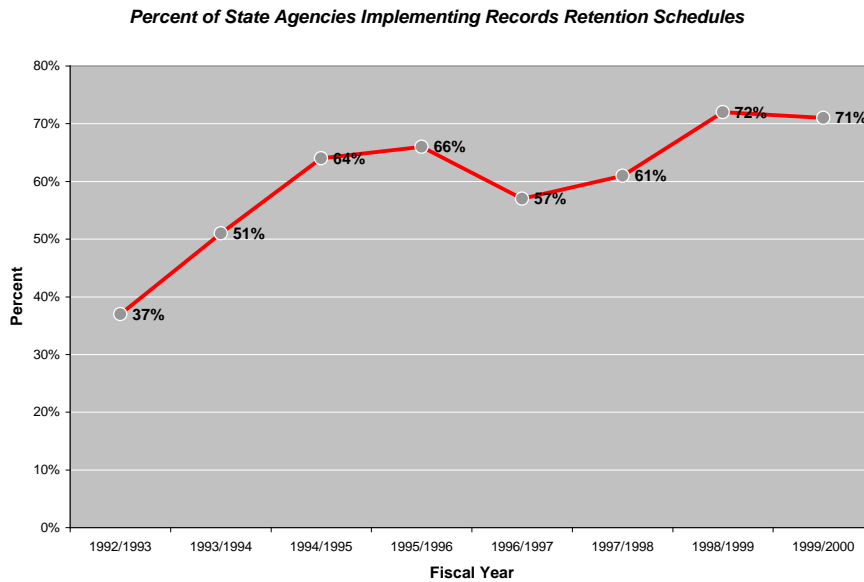
Measure Definition: This outreach measure illustrates a trend that we are likely to continue to see from our constituents. As the number of letters drop, the number of telephone calls increase. As the number of letters and telephone calls drop, e-mail requests increase. These numbers are a direct measure of the use of technology.

Fiscal Year	Letters	Telephone Calls	E-mail Requests	Research Visit	Individual Researchers
1990/1991	4,194	4,328	N/A	11,203	4,785
1991/1992	5,598	4,924	N/A	12,420	5,202
1992/1993	4,074	5,040	N/A	12,375	5,194
1993/1994	3,843	5,353	N/A	12,482	5,553
1994/1995	4,096	5,881	N/A	13,739	6,099
1995/1996	3,522	5,984	338	12,861	5,616
1996/1997	3,317	5,996	829	12,952	5,587
1997/1998	2,654	5,467	964	12,464	5,989
1998/1999	2,080	5,374	1,490	12,929	6,346
1999/2000	1,479	4,339	2,043	12,694	6,522

Measure Definition: This outreach measure illustrates a trend that we are likely to continue to see from our constituents. As the number of letters drop, the number of telephone calls increase. As the number of letters and telephone calls drop, e-mail requests increase. These numbers are a direct measure of the use of technology.



Measure Definition: The percent of state agencies who have destroyed records in compliance with the Public Records Act.



Measure Definition: The number of weeks it takes to approve a records retention schedule has remained constant since FY 95/96. Since 1996, we have tracked the percent completed within two weeks.

Fiscal Year	Approval Rate
1993/1994	6 Weeks
1994/1995	3 Weeks
1995/1996	2 Weeks
<i>Percent Approved in two weeks</i>	
1996/1997	75%
1997/1998	77%
1998/1999	83%
1999/2000	89%

Historic Preservation

Program Cost: \$ 1,064,918 (\$ 676,176 Federal and other funds, \$ 388,742 General Funds)

Program Goal: The Historical Services program provides technical information, financial assistance, and encouragement to empower local governments, state and federal agencies, private organizations, and the citizens of the state to preserve South Carolina's historic buildings, structures, and sites. The program also coordinates activities to encourage awareness and appreciation of South Carolina's rich history. These include a speaker's bureau, support of local historical societies, South Carolina Highway Historical Markers, exhibits, and conferences and workshops on South Carolina history.

Program Objectives:

- Identify, record, and evaluate South Carolina's historic properties.
- Nominate significant historic properties to the National Register of Historic Places.
- Automate information about historic properties, making it accessible to local governments, state and federal agencies, citizens, and agency staff.
- Provide financial assistance for the stabilization and weatherization of historic buildings.
- Provide financial assistance for preservation planning and education projects.
- Encourage the revitalization of South Carolina's downtown and neighborhood areas through historic preservation.
- Encourage local governments to protect their historic properties by adopting historic preservation zoning ordinances and by attending rehabilitation training.
- Encourage the preservation of historic properties through reviewing and commenting on federal and state construction projects.
- Increase awareness of the state's historic properties and the historic preservation services of the Department.
- Cooperate and collaborate with local historical societies, the Confederation of Local Historical Societies, the South Carolina African American Heritage Council, the Palmetto Trust, and other organizations to promote state and local history and historic preservation.
- Sponsor conferences and workshops to promote state and local history and the programs and services of the agency.

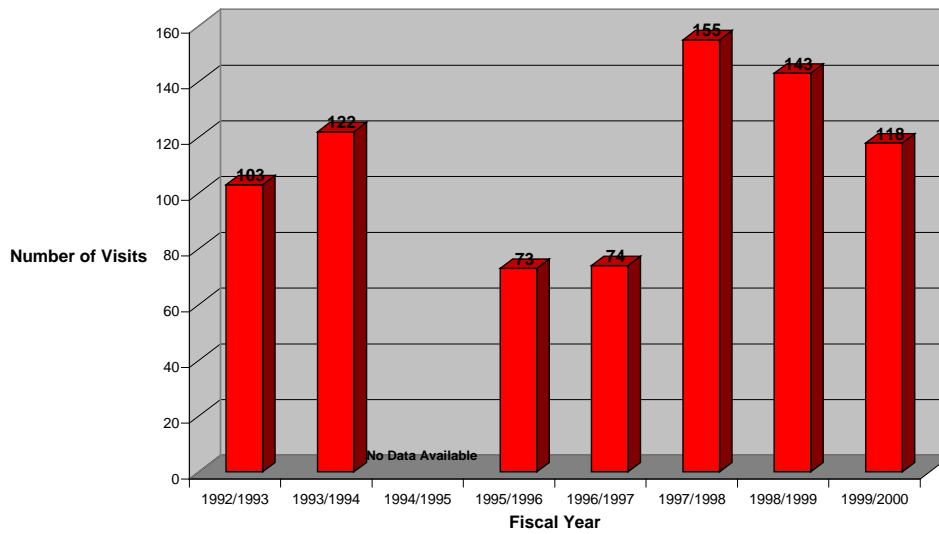
Program Measures:

- **1,243** aboveground historic properties identified, recorded, photographed, and mapped.
- **555** archaeological sites identified, recorded, and mapped.
- **24** significant individual historic properties and **3** historic districts (containing **131** contributing properties) nominated to the National Register of Historic Places.
- **1,853** responses to requests for comments on state and federal projects.
- Plans reviewed for **6** rehabilitation projects seeking the federal historic preservation tax incentives.
- **22** new South Carolina Highway Historical Markers approved.
- **85** presentations made and **3,706** individuals reached through the agency's speaker's bureau.
- **801** individuals participated in **7** historic preservation and South Carolina history workshops and conferences at the Archives and History Center.
- **34** communities with historic preservation design review ordinances (**132** individual participants) received technical training.
- **95%** of state and federal construction projects reviewed within 30 days.
- **67%** of nominations approved by the State Board of Review and the National Park Service without requiring significant revisions.
- **8** historic buildings stabilized/weatherized through grant programs.
- **200** historic properties identified and considered in the planning stages for state and federal construction projects.
- **83%** of individuals who completed evaluation forms for historic preservation and South Carolina history workshops and conferences at the Archives and History Center gave the highest overall satisfaction rating to the program.

Historic Services Trend Data:

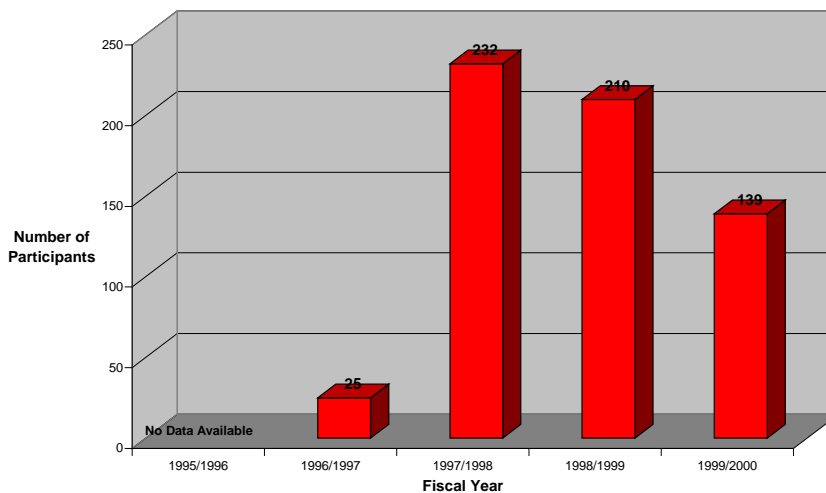
Measure Definition: This measure is defined by the number of on-site architectural visits made to sites. Architectural visits impact the state's historic properties by ensuring that building owners have been educated on sound preservation techniques. (Graph on next page)

Architectural Assistance Visits



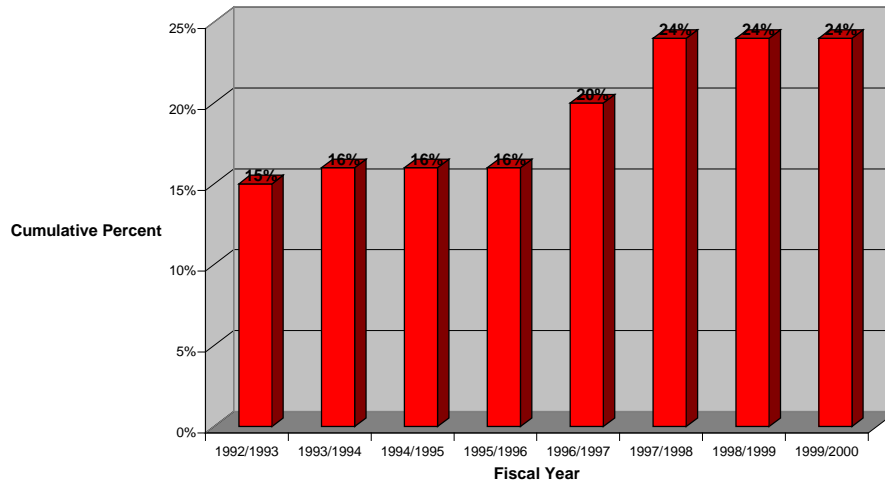
Measure Definition: This is a measure of total number of participants to our Building Doctor program. It is imperative for us to engage in outreach activities associated with educating the public on how to save cultural resources.

Building Doctor Workshop Participants



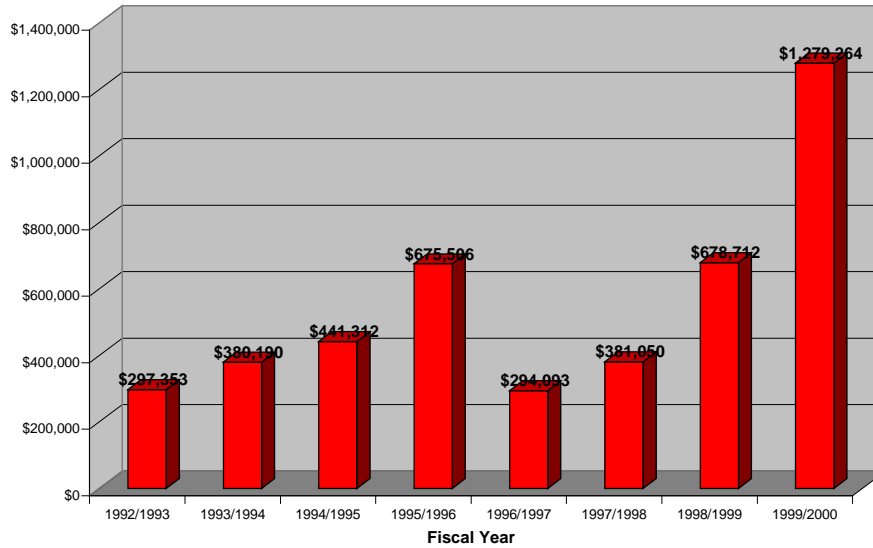
Measure Definition: This measure indicates the percentage of counties that have surveyed their historic aboveground resources. (Graph on next page)

Percent Counties That Have Surveyed Their Historic Above-Ground Resources

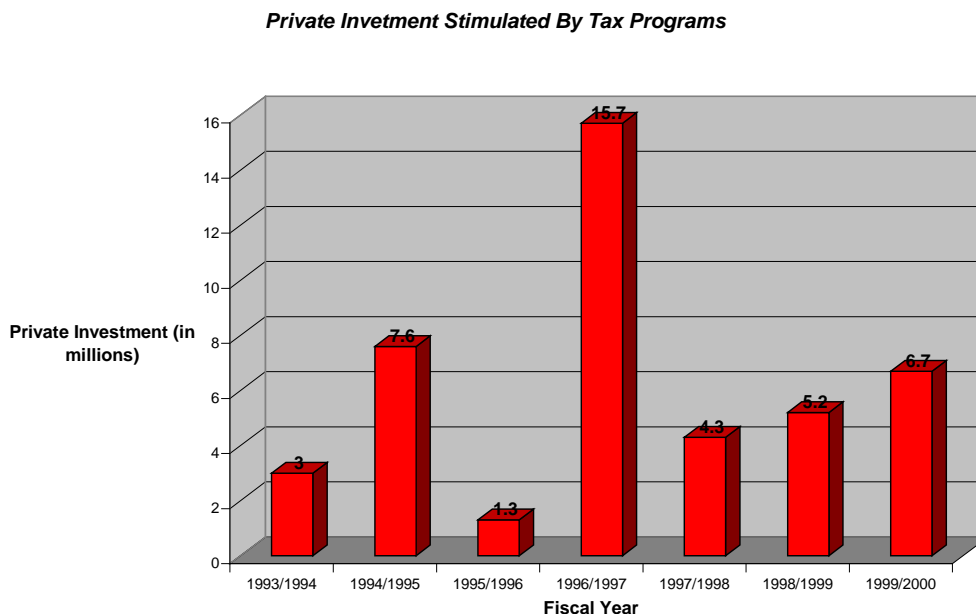


Measure Definition: Local investment in historic preservation generated by grant programs.

Local Investment in Historic Preservation Generated by Grant Programs



Measure Definition: Private investment stimulated by tax programs.



External Affairs (Public Programs)

Program Cost: \$ 886,874 (\$378,056 Federal & Other Funds, \$508,818 General Fund)

Program Goal: To promote the study and understanding of South Carolina's history and documentary heritage through quality educational programming, training, publications and client services.

Program Objectives:

- To develop and present education programs (including South Carolina History Day) for adult and student audiences that not only highlights the documentary holdings of the Archives, but facilitates access and encourages use of the collection.
- To promote school participation in the National History Day competition in South Carolina.
- To encourage collaborative programming with related state and local institutions and organizations.
- To research and publish historically accurate materials to enhance the study of South Carolina history and its records.
- To maintain a cost-effective publications program.

- To use the facility as an effective means of promoting the visibility of the Archives to public and private entities.

Program Measures:

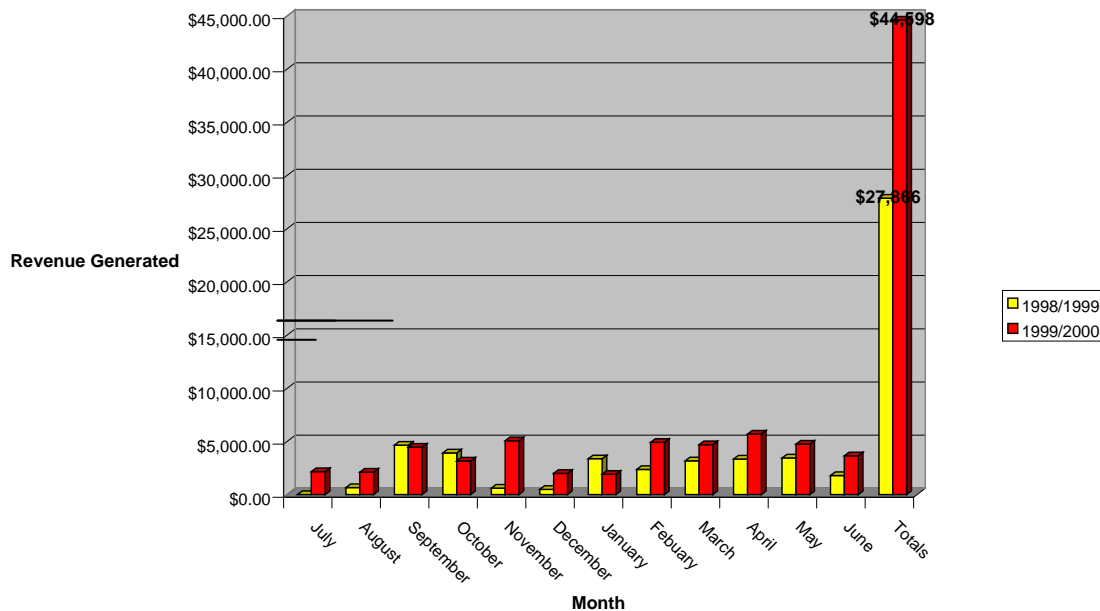
- **8500** Students participating at the school level in National History Day South Carolina competition at classroom level.
- **242** new teachers participating in National History Day in South Carolina workshops.
- **54** schools participated competitively in National History Day South Carolina activities
- **285** Students qualified for the state contest of National History Day.
- **202** requests for publications from agency and service areas:
 Filled **63** requests for Archives & Records Management
 Filled **14** requests for Education
 Filled **75** requests for Historical Services
 Filled **50** requests for agency
- **1** Curriculum Resource started South Carolinians in the War of Independence.
- Typesetting and design work for the agency completed in-house resulted in a **\$74,787** savings.

National History Day In South Carolina

	<u>FY 98/99</u>	<u>FY 99/00</u>
Students Participating At School Level	4,000	8,500
Schools Participation in NHD/SC activities	46	54
Students Qualifying for the State Contest	252	285

Measure Definition: This illustration compares revenue generation by fiscal year and month.

Facility Rental Revenue By Month



Measure Definition: This is an illustration of the number of customers utilizing the Archives & History Center in its second year. Promotional events are donated events without a source of revenue generation that benefit the agency by promoting advocacy with private and public partners. The outcome of utilizing our conference/meeting facilities is the revenue generated.

Statistics for FY 1999/2000

	External Visitors	External Events	Promotional Events	Total Revenue
July	881	14	2	\$2,170.00
August	827	3	3	\$2,115.00
September	1,491	40	6	\$4,455.00
October	1,725	27	8	\$3,170.00
November	1,548	33	6	\$5,078.00
December	656	12	3	\$1,995.00
January	584	18	6	\$1,915.00
February	1,320	18	6	\$4,925.00
March	1,410	20	7	\$4,690.00
April	2,088	21	7	\$5,690.00
May	1,180	24	6	\$4,745.00
June	872	29	7	\$3,650.00
Totals	14,582	259	67	\$44,598.00